2013 Annual Report

Practical Progress:
From Patients to Populations

Arizona Health-e Connection
Advancing health and wellness through information technology
Arizona Health-e Connection (AzHeC) is a public-private partnership that improves health and wellness by advancing the secure and private sharing of electronic health information. A statewide non-profit, AzHeC drives the adoption and optimization of health information technology (HIT) and health information exchange (HIE) by:

- Serving as an educator and clearinghouse for HIT information;
- Researching, developing and advocating statewide HIT policies; and
- Leading and supporting provider adoption of HIT and HIE across Arizona.

AzHeC operates the Arizona Regional Extension Center (REC), which has assisted more than 3,000 providers in adopting electronic health records (EHRs) and achieving Meaningful Use. AzHeC’s other programs include statewide e-prescribing advancement and education, the Arizona HIE Marketplace, and spearheading health IT consumer education and awareness.

AzHeC recently affiliated with the Health Information Network of Arizona (HINAz – The Network), Arizona’s statewide health information organization (HIO). Through this affiliation, AzHeC manages and operates The Network that provides secure access to patient health information, as well as the secure exchange of patient health information between The Network and its participants. Through the secure sharing of health information among authorized participants, The Network is enabling Arizona’s health care community to improve health care coordination, quality and safety, and to reduce costs. The Network is Arizona’s largest and only statewide HIO. Participants include hospitals, physicians, health plans, reference labs and other providers.
A Message from the Chairman of the Board and Chief Executive Officer

We are pleased to provide you Practical Progress: From Patients to Populations, an annual report and forward-looking perspective of the recently affiliated Arizona Health-e Connection (AzHeC) and Health Information Network of Arizona (HINAz).

Health care is experiencing true transformation as the result of recent advancements in information technology and the changing market trends and influences rooted in that technology. Here are a few facts that define our environment today:

**Electronic health records have become the norm.**
Approximately 80% of Arizona providers are using an EHR today, due in large part to the REC and Medicare and Medicaid EHR Incentive Programs that brought more than $368 million to eligible Arizona providers and hospitals by the end of 2013. More importantly, this change has been more than a shift from paper to electronic records; it has transformed health care delivery and practice.

**The secure exchange of health information has begun and is growing.**
Providers are securely exchanging patient health information in a variety of ways to better coordinate patient care, from secure texting to direct exchange to more robust secure sharing in a private or public health information exchange. AzHeC successfully introduced Direct Exchange – or secure email – in a 2012-2013 initiative, and our statewide health information organization (HINAz – now called simply The Network) has grown to include over 35 health care organizations and health plans which represent about half the licensed beds and covered lives in the state.

**Technology is enabling a market shift from individual treatment to population health care.**
Advancements in health IT have ushered in a shift from episodic treatment of individuals to management of groups or populations in value-based reimbursement arrangements such as accountable care organizations and patient centered medical homes. Increasingly, providers are facing value-based payment arrangements that include rewards and penalties for population-based metrics such as readmission rates and preventive care for chronic conditions.

This technology-driven transformation was a key reason behind an effort this past year led by AzHeC to review and update a statewide strategic plan for health IT in Arizona. Through multi-stakeholder workshops, a community survey and information sessions involving more than 300 stakeholders representing over 70 organizations, an update to the original 2006 health IT roadmap was developed – Arizona’s Health IT Roadmap 2.0. This Roadmap is focused on the Triple Aim of better care, better outcomes and lower costs and includes 19 specific and actionable initiatives.

Several Roadmap 2.0 initiatives are aimed at understanding the emerging needs of providers and facilitating community collaboration to address these needs. For example, while we continue to connect new participants to The Network, we also are developing second generation services for The Network such as alerts of hospital admissions, discharges and transfers. These alerts can help hospitals address the population-based goal of reducing readmission rates and can assist accountable care organizations with coordination of care post-discharge.

Today AzHeC and The Network offer one consolidated organization for the health care community to come to for all its health IT and HIE needs. And the one constant connection with our past continues to be our commitment to understanding and meeting the practical workflow needs of the stakeholders we serve. With that singular focus and with the strong support of our Boards and the communities they represent, we will continue to play a critical role in improving quality and efficiency statewide through health IT.

Sincerely,

David A. Dexter     Melissa A. Kotrys
Chairman of the Board  Chief Executive Officer
<table>
<thead>
<tr>
<th>Board Allocation</th>
<th>Board Organization</th>
<th>Board Member</th>
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<tbody>
<tr>
<td>The Governor of Arizona</td>
<td>Governor’s Office</td>
<td>Don Hughes, Health Care Policy Advisor</td>
</tr>
<tr>
<td>Arizona Health Care Cost Containment System (AHCCCS)</td>
<td>AHCCCS</td>
<td>Thomas J. Betlach, Director</td>
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<tr>
<td>Arizona Department of Health Services (ADHS)</td>
<td>ADHS</td>
<td>Janet Mullen, Deputy Director</td>
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<tr>
<td>Arizona Department of Administration (ADOA)</td>
<td>ADOA</td>
<td>Aaron Sandeen, State CIO &amp; Deputy Director</td>
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<td>Arizona Hospital &amp; Healthcare Association (AzHHA)</td>
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<td>Arizona Medical Association (ArMA)</td>
<td>ArMA</td>
<td>David Landrith, Vice President, Policy &amp; Political Affairs</td>
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<td>Arizona Osteopathic Medical Association (AOMA)</td>
<td>AOMA</td>
<td>Amanda Weaver, Executive Director</td>
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<td>Health Plans</td>
<td>Mercy Care Health Plan</td>
<td>Mark Fisher, CEO</td>
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<td></td>
<td>Blue Cross Blue Shield of Arizona</td>
<td>Garrett Anderson, Vice President &amp; Chief Technology Officer</td>
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<td>CIGNA Medical Group</td>
<td>John Parente, MD, CMIO</td>
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<td>Humana</td>
<td>Charles Cox, MD, Vice President &amp; Medical Officer, Western Region</td>
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<td>UnitedHealthcare</td>
<td>Jeri Jones, President &amp; CEO, Employer &amp; Individual of Arizona</td>
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<td>Hospitals</td>
<td>Banner Health</td>
<td>Lee Lemelson, Vice President, Clinical Applications</td>
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<td>Higher Education Laboratory</td>
<td>Arizona State University</td>
<td>William G. Johnson, PhD, Professor, Biomedical Informatics</td>
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<tr>
<td>Laboratory</td>
<td>Sonora Quest Laboratories</td>
<td>David Dexter, President &amp; CEO</td>
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<td>Pharmacy</td>
<td>Arizona Pharmacy Association</td>
<td>Kelly Ridgway, CEO</td>
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<td>At-Large</td>
<td>Arizona Nurse Practitioners Council (nurse practitioner)</td>
<td>Erich Widemark, PhD, Director of Nursing, University of Phoenix</td>
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<td></td>
<td>Cardiovascular Consultants (provider)</td>
<td>Andrei Damian, MD, President</td>
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<tr>
<td></td>
<td>Cambiare, LLC (provider)</td>
<td>Anita Murcko, MD, President &amp; CEO</td>
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<td></td>
<td>Health Information Network of Arizona (health information organization)</td>
<td>Kathy Byrne, Co-Chair</td>
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<td>Health Services Advisory Group (Medicare quality improvement organization)</td>
<td>Mary Ellen Dalton, CEO</td>
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<td>Indian Health Services (tribal)</td>
<td>Keith Longie, CIO, Phoenix Area</td>
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<td>Jewish Family &amp; Children’s Service (behavioral health)</td>
<td>Michael Zent, PhD, President &amp; CEO</td>
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<td>University of Arizona, College of Medicine (telemedicine)</td>
<td>Ronald Weinstein, MD, Founding Director, Arizona Telemedicine Program</td>
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<tr>
<td></td>
<td>Your Partners in Quality (consumer)</td>
<td>Debra Nixon, PhD</td>
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For a listing of all AzHeC Members, please go to www.azhec.org and click on the About Us tab.
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<thead>
<tr>
<th>Organization</th>
<th>Board Member</th>
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<tbody>
<tr>
<td>Mercy Care/Mercy Maricopa Integrated Care</td>
<td>Christi Lundeen, Chief Innovation Officer</td>
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<tr>
<td>Arizona Health Care Cost Containment System</td>
<td>Thomas Betlach, Director</td>
</tr>
<tr>
<td>Arizona Medical Association</td>
<td>David Landrith, Vice President, Policy &amp; Political Affairs</td>
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<tr>
<td>Banner Health</td>
<td>Glenn Edwards, Systems Vice President, Information Technology</td>
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<tr>
<td>Barnet Dulaney Perkins Eye Center</td>
<td>Mark Rosenberg, CEO</td>
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<td>Benson Hospital</td>
<td>Rich Polheber, CEO</td>
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<td>Blue Cross Blue Shield of Arizona</td>
<td>David Kempson, Director, Data Strategy/Operations &amp; Business Systems Applications</td>
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<td>Care1st Health Plan Arizona</td>
<td>Scott Cummings, CAO</td>
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<tr>
<td>Carondelet Health Network</td>
<td>Sally Zambrello, CIO</td>
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<tr>
<td>Casa Grande Regional Medical Center</td>
<td>Walter Chisenski, IT Director</td>
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<tr>
<td>Dignity Health</td>
<td>Sean Turner, Sr. Director, Health Information Exchange/Ambulatory Information Management</td>
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<td>El Rio Community Health Center</td>
<td>Kathy Byrne, CEO</td>
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<td>Greater Phoenix Leadership</td>
<td>Tom Franz, President &amp; CEO</td>
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<td>Health Choice</td>
<td>Jaime Perikly, COO</td>
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<td>HealthNet</td>
<td>Jacque Thames, Director, Provider Network Management</td>
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<td>Marana Health Center</td>
<td>Clint Kuntz, CEO</td>
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<tr>
<td>Maricopa Integrated Health System</td>
<td>William F. Vanaskie, Executive Vice President &amp; COO</td>
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<tr>
<td>New Pueblo Medicine</td>
<td>Mike Cracovaner, CEO</td>
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<tr>
<td>Northern Arizona Healthcare</td>
<td>Jack Dempsey, Executive VP, Compliance &amp; IT</td>
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<tr>
<td>Northwest Medical Center</td>
<td>Kevin Stockton, CEO</td>
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<tr>
<td>Phoenix Children’s Hospital</td>
<td>David Higginson, CIO</td>
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<td>Pima County</td>
<td>Honey Pivirotto, Asst. County Administrator for Health Policy</td>
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<tr>
<td>Sonora Quest Laboratories</td>
<td>David A. Dexter, President &amp; CEO</td>
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<tr>
<td>Southern Arizona Leadership Council</td>
<td>Ron Shoopman, President</td>
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<tr>
<td>TMC HealthCare</td>
<td>Frank Marini, VP &amp; CIO</td>
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<tr>
<td>Tucson Osteopathic Medical Foundation</td>
<td>Steve Nash, Executive Director</td>
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<tr>
<td>UnitedHealthcare</td>
<td>William H. Hagan, Chief Growth Officer</td>
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<tr>
<td>University Medical Center</td>
<td>Shirley Gabriel, CIO</td>
</tr>
<tr>
<td>Yuma Regional Medical Center</td>
<td>Gene Shaw, CIO</td>
</tr>
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For a listing of all HINAz Participants, please go to www.azhec.org and click on The Network tab.
Two critical tracks of activity in 2013 led to two important developments that will shape Arizona’s health IT future – the formal affiliation of AzHeC and The Network, and the publication of Arizona’s Health IT Roadmap 2.0.* In February 2014, the Boards of both organizations announced the formal affiliation of AzHeC and The Network, culminating nearly a year of development and discussion. A few weeks later, AzHeC announced the publication and availability of Arizona’s Health IT Roadmap 2.0, a statewide health IT strategic plan and vision.

Roadmap 2.0 was the result of a collaborative community effort involving more than 300 Arizona health care stakeholders, representing more than 70 health care organizations statewide, who participated in workshops, surveys and public meetings in 2013. Aligned with the Roadmap 2.0 development and discussions was the feedback from stakeholders that there be one statewide organization for the health care community to come to for all of its HIT and HIE needs. The Boards of AzHeC and The Network not only recognized the value of one statewide HIT/HIE organization, but also recognized that the formal affiliation would combine the strengths of both organizations and streamline communications, membership and participation.

A two-year business plan for both AzHeC and The Network was developed as part of the formal affiliation, and these plans were cross-walked with the 19 initiatives of Roadmap 2.0 to ensure that each initiative would be actionable and tied to a specific business plan objective.

*Arizona’s Health IT Roadmap 2.0 is available at www.azhec.org under the Programs tab. If you have a particular interest in a specific initiative or area of Roadmap 2.0, please contact AzHeC at info@azhec.org.
**AzHeC-HINAz Affiliation and Arizona’s Health IT Roadmap 2.0**

**At a Glance**

**AzHeC-HINAz Affiliation**

- The affiliation brings the two organizations together as one operational organization under the “AzHeC umbrella.”
- The two organizations remain intact as separate, nonprofit 501(c)3 organizations, each with a separate board of directors; the AzHeC Board serves as a widespread, multi-stakeholder board handling a variety of HIT/HIE initiatives while the HINAz Board functions as a smaller operating board of the statewide HIO.
- AzHeC continues to serve as the multi-stakeholder organization that handles policy development, education, stakeholder engagement and various HIT/HIE programs such as the REC.
- The Network serves as the statewide HIO under the AzHeC umbrella that electronically connects health care providers for the secure sharing of patient health information.

**Arizona’s Health IT Roadmap 2.0**

- Roadmap 2.0, an update of Arizona’s first statewide health IT roadmap published in 2006, provides a direction and vision for Arizona HIT and HIE for the next three years and beyond.
- 19 specific, actionable initiatives are described in the Roadmap, grouped into five categories or domains: stakeholder engagement & participation; governance, policy & planning; state level HIT/HIE business infrastructure; privacy & security; and technology.
- Roadmap 2.0 identifies three essential strategies to guide the continued adoption and advancement of HIT/HIE in Arizona:
  - Continue to support physicians and other providers in their adoption and use of technology.
  - Accelerate and expand the secure sharing of health information among health care providers.
  - Continue to coordinate and convene health care stakeholders to develop strategies that meet evolving HIT/HIE business needs.

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**At a Glance**

**Arizona Health-e Connection and Health Information Network of Arizona Staff**

**AzHeC**

- **Connie K. Ihde**
  Director, Special Projects

- **Tom Reavis**
  Director, Marketing & Communications

- **Theresa McKinley**
  Sr. Coordinator, Special Projects

- **Ashley Siegel**
  Sr. Coordinator, Marketing & Communications

- **Brenda Hatfield**
  Office Manager

- **Nikki Dillon**
  Account Coordinator

- **Sharon Burdett**
  Accountant

**HINAz**

- **Mike Mote**
  Interim CIO/COO

- **Jaime Estrada**
  Operations Officer

- **Gary Payne**
  HIE Specialist

- **Natalie Sevillano**
  HIE Specialist

- **Angela Manente**
  Project Manager

- **Brett Recen**
  Project Manager

- **Ted Strickland**
  Project Manager

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**Melissa A. Kotrys, MPH**

*Chief Executive Officer*

Arizona Health-e Connection

*Chief Executive Officer*

Health Information Network of Arizona
Arizona HIE Cooperative Agreement Program

The Arizona Health Information Exchange (HIE) Cooperative Agreement Program involved a number of education, outreach and service delivery programs administered by AzHeC and The Network under the direction of the Arizona Strategic Enterprise Technology office (ASET). Below are summaries of these programs administered by AzHeC, The Network or both organizations.

The Arizona HIE Marketplace (AzHeC)

Launched in early 2012, the Arizona HIE Marketplace helped health care providers learn about the secure exchange of health information and their options for participation. The HIE Marketplace:

- Created a review process for health information service providers (HISPs) and approved three HISP vendors for the program.
- Set-up more than 800 Arizona providers with Direct Exchange accounts (secure email).

The Arizona E-Prescribing Initiative (AzHeC)

Guided by a community-based AzHeC E-Prescribing Committee, the Arizona E-Prescribing Initiative increased e-prescribing adoption and use statewide. The initiative:

- Provided outreach and resources for Arizona providers and pharmacists on the benefits of e-prescribing.
- Supported e-prescribing adoption through provider and pharmacy technical assistance and a pharmacy financial support program.
- Increased the percent of e-prescribing providers by 22% and the percent of e-prescriptions statewide by 12.7%.
- Increased awareness and adoption of the e-prescribing of controlled substances (EPCS).*

Consumer Education & Awareness Campaign
(AzHeC and The Network)

With input from a Consumer Connections Task Force that includes representatives from more than 50 health care organizations, hospitals, health plans, government agencies and non-profit organizations, AzHeC and The Network conducted a Consumer Education & Awareness Campaign to raise consumer awareness of HIT and HIE, from patient rights under Arizona health information organization (HIO) law to the many benefits of e-health technology. Deliverables of the campaign included:

- A Consent Notification Toolkit for providers who participate in an HIO.
- A consumer health IT website (www.ehealth4AZ.org) with information on e-health tools such as EHRs, e-prescribing, patient portals and the secure sharing of patient health information.
- A provider recognition program for Arizona eHealth Providers.
- A set of consumer-focused collateral and marketing materials for distribution through advertising and other distribution channels.

Core Statewide HIE Services Contract (The Network)

The Network delivered a set of core statewide services and infrastructure under its contract with ASET in support of developing a statewide foundation for robust, statewide HIE. The statewide infrastructure developed through this contract included:

- A master patient index;
- A record locator service; and
- An individual and entity level provider directory.

Unconnected Provider & Enterprise HIE Grants Support
(The Network)

The Unconnected Provider Grant Program and the Enterprise HIE Grant Program were offered by ASET to assist historically unconnected providers in developing the infrastructure to support secure sharing of patient health information. The Network supported several entities in the fulfillment of their grant requirements through providing connections and access to The Network, including: Sierra Vista Regional Medical Center, Pima County Corrections, People of Color Network, Inc., Villa Maria Care Center, Symphony of Mesa/Springdale Village, Copper Queen Community Hospital, Little Colorado Medical Center, and Tuba City Regional Health Care Corporation.

*EPCS-certified providers grew from 49 providers in May 2013 to 223 providers in January 2014. The monthly volume of EPCS transactions grew from 20 transactions in May 2013 to 4,070 transactions in January 2014.
Significant HIT/HIE Progress in 2013

Statewide Health Information Sharing
(The Network)

Statewide health information sharing was advanced significantly in 2013 by the statewide HIO – The Network (Health Information Network of Arizona – HINAz) – which was formed in 2010 when the efforts of two Arizona regional HIOs merged. Today, The Network is Arizona’s largest and only statewide HIO and includes hospitals, physicians, health plans, reference labs and other health care organizations representing about half of all licensed hospital beds and covered lives in the state. In 2013, The Network:

• Completed connections with UnitedHealthcare, Blue Cross Blue Shield of Arizona, Benson Hospital, Maricopa Integrated Health System, Carondelet Health Network, Copper Queen Community Hospital, Children’s Clinics (Tucson) and Villa Maria Care Center.

• Updated privacy and security policies and procedures to be in compliance with new HIPAA privacy and security rules.

• Developed a strategic business plan that will ensure The Network’s operational infrastructure and services will support rapid growth and expansion in 2014 and beyond.

Arizona Regional Extension Center
(REC)

Created four years ago to help Arizona health care providers adopt EHR technology and achieve Meaningful Use, the REC:

• Assisted more than 3,000 providers with direct technical assistance provided by Health Services Advisory Group (HSAG), PracticeMax and InTech Health Ventures.

• Supported providers in participating in Medicare and Medicaid EHR Incentive Programs that brought more than $368 million by December 2013 to eligible Arizona providers and hospitals, which led an EHR adoption rate of approximately 80% for Arizona providers.

REC Milestones

• 1,276 REC member priority primary care providers (PPCPs) had achieved Stage 1 Meaningful Use by the end of 2013.

• 16 REC critical access hospitals and rural hospitals had also been assisted to reach Meaningful Use Stage 1 by the end of 2013.

• Over 2,000 PPCPs had gone live on an EHR by the end of 2013 with the help of the REC.

No-Cost Extension Granted Through April 5, 2015

The Office of the National Coordinator for Health IT (ONC) recently granted the REC a no-cost extension, allowing the program to continue through April 5, 2015. The extension also means more Arizona providers could be eligible for subsidized assistance to achieve Stage 1 Meaningful Use.

At a Glance

The Network

• Average number of transactions processed monthly - 4.2 million.

• Total number of unique patients with clinical information in The Network - 3.5 million.

• Total number of active interfaces - 32.

The Network Privacy and Security Assessment (The Network)

To ensure that the statewide HIE infrastructure was appropriately prepared for the new HIPAA privacy and security rules published in January 2013, The Network underwent a privacy and security assessment conducted by an independent consultant. The assessment reviewed current Network policies and procedures, current infrastructure and the policies of Network participants, with a focus on ensuring compliance with the new HIPAA privacy and security rules, prior to the September 23, 2013 deadline. As a result of the assessment process:

• Gaps in current policies and processes were identified.

• The Network worked to close the gaps with a new set of privacy and security policies developed and approved by The Network Board in September 2013.

• An independent consultant confirmed in fall 2013 that The Network had successfully closed all identified gaps and was in compliance with the new HIPAA privacy and security rules.
In 2013, most of AzHeC’s operations were dedicated to running the REC and administering several grant-funded programs under the Arizona HIE Cooperative Agreement program. AzHeC anticipates growth of non-grant-related income in 2014, including event revenue, membership dues and program related fees.

### Revenue by Source

- **Donated Goods & Services**: 41%
- **Government Grants**: 49%
- **Program Related Fees**: 6%
- **Membership and Dues**: 2%
- **Events**: 2%

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**Acronyms/Abbreviations Guide**

- **AMIE**: Arizona Medical Information Exchange
- **AHCCCS**: Arizona Health Care Cost Containment System
- **ASET**: Arizona Strategic Enterprise Technology Office
- **AzHeC**: Arizona Health-e Connection
- **CMS**: Centers for Medicare & Medicaid Services
- **EAzRx**: Arizona’s e-prescribing initiative
- **EHR**: Electronic Health Record
- **EPCS**: Electronic Prescribing of Controlled Substances
- **GITA**: Government Information Technology Agency, now a part of the Arizona Strategic Enterprise Technology Office (ASET)
- **HHS**: United States Department of Health and Human Services
- **HIE**: Health Information Exchange
- **HiNAz**: Health Information Network of Arizona
- **HIO**: Health Information Organization
- **HIT**: Health Information Technology
- **ONC**: Office of the National Coordinator for Health Information Technology
- **REC**: Arizona Regional Extension Center
- **RHIQA**: Rural Health Information Adoption
- **SAHIE**: Southern Arizona Health Information Exchange
- **SAHIE**: Southern Arizona Health Information Exchange

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**Ten Years of Health IT Development and Progress in Arizona**

**2005**

- **August 2005** - A gubernatorial executive order is issued to develop a Roadmap for Health IT in Arizona. Hundreds of stakeholders from the public and private sector convene to develop the Roadmap.

**2006**

- **April 2006** - Arizona Health-e Connection Roadmap is finalized.

**2007**

- **January 2007** - AzHeC is incorporated as an independent, non-profit organization to spearhead state health IT efforts.
- **March 2007** - AzHeC hosts its 1st annual Arizona Health-e Connection Summit bringing together health care professionals, IT professionals, companies and health IT vendors. The Summit becomes an annual educational event, and in 2009, the name is changed to Western States Health-e Connection Summit & Trade Show to reflect expanded scope of the entire Western region.
- **2007** - The Council of State governments (CSG) awards AzHeC with one of the eight Innovators Awards for the year. AzHeC is recognized as an exemplary state program that is gaining steam and a model for other states.

**2008**

- **April 2008** - GITA receives $414,700 HISPC Phase III contract to work on the Adoption of Standards Collaborative (ASC), a multi-state collaborative to address standards for HIE.
- **May 2008** - EAzRx, Arizona’s statewide e-prescribing initiative, is established to foster adoption and utilization of e-prescribing. The initiative includes a $100,000 grant from UnitedHealthcare to partially fund the initiative; a gubernatorial executive order directs state agencies to work with AzHeC on EAzRx initiative.

**2009**

- **March 2009** - SAHIE is incorporated as an Arizona not-for-profit entity with participants from Pima, Cochise and Santa Cruz counties.
- **August 2009** - The organizations participating in the AMIE project form a non-profit organization, transitioning the effort from an AHCCCS project to a stakeholder led organization.

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- **HiNAz**: Health Information Network of Arizona
- **HIO**: Health Information Organization
- **HIT**: Health Information Technology
- **ONC**: Office of the National Coordinator for Health Information Technology
- **REC**: Arizona Regional Extension Center
- **RHIQA**: Rural Health Information Adoption
- **SAHIE**: Southern Arizona Health Information Exchange
The Network was able to develop and grow its operational infrastructure in 2013 due to significant grant-related funding. HINAz anticipates significant growth in revenue through program related fees in 2014 as more Network participants are recruited and implemented.

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<th>Revenue by Source</th>
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<td>Government Grants 72%</td>
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<tr>
<td>Program Related Fees 20%</td>
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<tr>
<td>System Contract &amp; Setup Revenue 6%</td>
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<tr>
<td>Donated Goods &amp; Services 1.5%</td>
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<tr>
<td>Direct 1.5%</td>
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<tr>
<td>Government Grants 72%</td>
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<tr>
<td>Program Related Fees 20%</td>
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<tr>
<td>System Contract &amp; Setup Revenue 6%</td>
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2010
- **April 2010** - AzHeC is awarded a $10.8 million grant – later increased to $11.9 million due to an expansion in scope – by ONC to develop the REC to assist Arizona health care providers in adopting EHRs and achieving Meaningful Use.
- **July 2010** - Due to their similar missions, AMIE and SAHIE merge and form HINAz to more efficiently provide statewide HIE.
- **August 2010** - Meaningful Use Stage 1 seminars for health care providers and office staff are conducted around the state by the REC with over 500 attendees statewide.
- **October 2010** - The REC officially opens enrollment to begin assisting Arizona health care providers with adoption and optimization of EHRs and achievement of Meaningful Use.

2011
- **April 2011** - Supported by a broad base of community collaboration led in part by AzHeC, the Arizona Legislature passes HB 2620 which removes barriers to HIE, creates regulations for HIOs and reinforces patient privacy related to HIE.
- **May/June 2011** - Ten workshops are held around the state by the REC to discuss AHCCCS (Medicaid) and Medicare attestation with health care providers and practice managers.
- **November 2011** - The REC Vendor Alliance Program is launched publicly with more than forty participating EHR and non-EHR vendors.

2012
- **February 2012** - REC reaches its goal of enrolling 1,958 primary care providers.
- **April 2012** - With collaborative community support led by AzHeC, the Arizona Legislature passes HB 2369 which modifies and enhances state statutes dealing with health IT and HIOs and also allows for EPCS.
- **September 2012** - The success of the HIE Marketplace makes Arizona one of the first states to reach its grant-funded goal for Direct Exchange accounts (587 accounts) set by ONC.

2013
- **September 2013** - AzHeC begins provider and pharmacy education on the legalization of EPCS.
- **November 2013** - A statewide consumer health IT education and awareness campaign is launched by AzHeC and HINAz with guidance from a Consumer Connections Task Force representing more than 50 health care organizations, health plans and non-profit organizations. The campaign includes a website, www.ehealth4AZ.org, as well as print, online and radio advertising.

2014
- **February 2014** - AzHeC and HINAz announce formal affiliation of the two organizations, forming one organization for the community to come to for all its HIT/HIE needs.
- **March 2014** - Arizona’s Health IT Roadmap 2.0 is published with input from more than 300 health care stakeholders in workshops, a survey and public meetings. The Roadmap includes 19 actionable initiatives, and the AzHeC-HINAz 2014-2015 business plan is cross-walked to each initiative.